

The City's Mission

The City of Riverside is committed to providing high quality municipal services to ensure a safe, inclusive, and livable community.

The City's Core Values

Integrity and Credibility

We seek to earn the public's trust and the trust of one another.

Commitment to Service and Action

We put our customers first. We facilitate, enable and problem solve. We communicate regularly with our customers to determine their satisfaction with our performance.

Accountability

We establish measurable performance goals and recognize achievement. We define and assign responsibility and authority and hold ourselves accountable for results.

Inclusiveness and Diversity

We appreciate the uniqueness of each individual. We treat each person within the organization and the larger community with respect and dignity.

Loyalty

We identify ourselves with pride as part of the City of Riverside. As City representatives, we commit ourselves to advancing the goals of the entire City organization.

Personal Growth

We believe Riverside employees want to excel and will create a learning environment that maximizes the potential of each person.

Innovation

We are creative in meeting the community's changing needs and preparing for the future. We strive for excellence and timeliness in the quality of our work.

Teamwork

We form effective work groups that maximize resources and deliver high quality services within and across departments. We listen to each other and give honest feedback.

Strategic Goals and Intended Results

Goal One

Improve and Preserve our Quality of Life

- ◆The City has a thriving private sector economy and high paying job opportunities ◆Residents are safe and secure in their habitat and home
- ◆Homeownership among all walks of life and age groups is significantly increased ◆Riverside becomes a dynamic arts and cultural center ◆Seniors live with dignity and independence in community settings they prefer

Goal Two

Reduce Transportation Congestion and Improve Traffic

- ◆The City is free of congestion ◆Traffic signals are effectively synchronized
- ◆Grade separations appear at major railroad crossings

Goal Three

Address Riverside's Social Concerns with Community Involvement

- ◆A community engaged in partnering to resolve Riverside's social concerns ◆Riverside is a model Inclusive City ◆Residents from all walks of life, age groups, social classes, and ethnic, racial and cultural groups live with dignity

Goal Four

Beautify the City

- ◆Our entryways are attractive and provide a unique identity ◆Our urban forest is thriving ◆Market Street and other major thoroughfares are aesthetically pleasing ◆Our City is generally clean and free of graffiti and unwanted debris

Goal Five

Increase our Investment in Youth and Children

- ◆Our youth and children have a safe place to go before and after school
- ◆Our youth are sufficiently prepared and trained for higher or technical education and the job market
- ◆Our youth are free of violence and have learned to be violence free

The Community Vision

The Community Visioning process was launched in the Spring of 2002 to gather community input into the update of the City's General Plan. The Strategic Plan is designed to chart a concrete course toward realizing this multi-faceted vision.

How We Work

Economic and Workforce Development

Riversiders pursue the American Dream.

We focus on creating economic development opportunities that provide high skilled, high paid employment for all members of our community.

How We Live

Housing

We empower neighborhoods. We listen to each other and pay attention to the details because it matters. Neighborhoods enable the city and the residents to work together to solve the needs of all.

How We Play

Arts/Culture/Entertainment

Parks/Recreation/Libraries

Physical Amenities

Riverside is an oasis. This City combines trees, water, and the arts to create a distinctive comfortable gathering place that enriches the lives of residents and visitors alike.

How We Get Around

Transportation and Land Use

Riverside has responded to the traffic challenge by becoming a more self-contained city. Residents have easy access to an efficient, multi-option transportation system that enables them to meet their needs within the community.

How We Learn

K-12 Education: Parental, Community, and Business Involvement

Excellence in education is the key to economic growth. Riversiders work together to achieve quality education at all levels.

Community Visioning, Strategic Planning, and the Budget

Riverside is a city on the cusp of a change. In order to make the right change happen, we must capitalize on our strengths to ensure we are well positioned to take advantage of and create new opportunities for moving our city forward to a better, brighter future.

Our strengths reside in our highly diverse, sophisticated, and civic-minded people, and in our sense of place and legacy. Riverside is beautiful with its urban landscape of trees, arroyos, and vistas, as well as our historic buildings and landmarks. But maintaining and enhancing these strengths takes work—and vision.

“The City has set a vision for itself to not only preserve the character and quality of these assets and our heritage but to pave the way for meaningful improvement along the way.”

To this end, the City has launched a Citywide Strategic Planning process that allows us to identify our strengths and weaknesses, understand our internal and external capacities, and set priorities and goals to achieve the vision we have set out for the City.

Through a twin process of visioning and strategic planning, begun in the Spring of 2002, elected officials, the community, and city employees spoke out as to what they value in the community, what economic, social and environmental problems concern them, and what types of actions we might take in order to afford a higher quality of life for all.

Five Strategic Goals, Intended Results, and Action Steps, expressly designed to realize these goals, have been identified for the next three years.

The five goals are as follows:

GOAL ONE
**Preserve and improve our
quality of life**

GOAL TWO
**Reduce transportation
congestion and improve
traffic flow**

GOAL THREE
**Address Riverside’s social
concerns with community
involvement**

GOAL FOUR
Beautify the City

GOAL FIVE
**Increase our investment in
youth and children**

Riversiders seek to solve the community’s current problems while reaching forward to becoming a key economic and cultural center of Southern California. The City is committed to enabling our residents to play a meaningful role in the evolution of the City, and ensuring that their values are reflected both in the work that we do and in the results we achieve.

Community Visioning, Strategic Planning, and the Budget

Strategic planning is a vital process that allows cities to take control of and shape their futures. Strategic planning is proactive: it is about thinking, planning, and anticipating the kinds of things we will need to do in order to achieve our vision and goals. Effective strategic planning involves an understanding of what business we are in, who our customers are, and how well we are meeting their expectations and needs

Strategic planning allows the city organization to better align its services with City Council and community priorities. Through the strategic planning process, we *collectively* formulate goals, expectations, and strategies for improving life in the City. When done well, strategic planning involves input and participation from a broad cross-section of the community and city

employees. This guarantees that we are harnessing the best resources possible in planning our future, as well as providing an all-important forum for civic participation, ownership, and engagement.

Finally, strategic planning ensures a wise and effective utilization of city resources, mainly through the annual budget process. Because we have identified our goals and expectations, we can now concertedly allocate resources, where necessary, to ensure that we are positioned to meet these goals.

The Citywide Strategic Plan document outlines how we will achieve our goals and focuses attention on the results the community seeks.



Community Visioning, Strategic Planning, and the Budget

Strategic Planning allows the City to establish alignment among the community, elected officials, and city employees. The outcome is a unified vision, strategy and implementation plan for improving life in the City.

In order to best achieve this alignment, the development of the City's strategic planning process has entailed a variety of meetings, workshops and surveys. These events were designed to elicit information ranging from City Council input on the strengths and weaknesses of the City, and key issues the City needs to resolve; to employee input on whether they are given the right tools

to get the right job done; to community input on the most pressing issues of the day – and of the future.

The Strategic Plan represents the synthesis of this myriad input. The City then uses this plan to assess and realign resources where necessary, hence, to build its budget, ensuring concerted focus on realizing the Community Vision.

The following table depicts the variety and timeline of events that has comprised the City's strategic planning process and its relationship to the development of the City's Budget.

City of Riverside's Strategic Planning and Budgeting Timeline

WHEN	EVENT/ACTION	OUTCOME
July 8, 2002	City Council Workshop	Mayor/Council input
June 28 – July 16	Employee Attitude Survey	Employee input
July 27	Community Visioning Festival	Community input on long-term vision
Aug 6	Leadership Assembly	Management input
Aug 21-22	Department Head Team Building Session	Leadership accord
Oct 15	Community Visioning Report	Outcome of community input on long-term vision
Oct 26	Community Strategy Meeting	Community input on short-term future: Strategic Plan
Nov 13	Strategic Plan Preparation	Management input on Strategic Plan
Nov 26	City Council review of draft Citywide Strategic Plan	City Council input on Strategic Plan
Dec 17	City Council considers final Citywide Strategic Plan	City Council finalization of Strategic Plan
Dec 20	FY 2003/04 Budget Kickoff	Strategic Plan drives budgetary considerations
Early May, 2003	Preliminary Budget to City Council	Preliminary budget reflects requirements of the Strategic Plan
June	FY 2003/04 Budget Adoption	